

Attachment I

Historical Background of the Pilot Project

1. In a memorandum of 17 August 1964, the Deputy Director for Support, (Col. White) asked the Director of Training for answers to the following questions about management training:

"What should be our objectives in management training?"  
"Can a program be devised which will materially improve our management process?"

In a memorandum of 21 August 1964, the Executive Director (Mr. Kirkpatrick) asked the Director of Training to prepare a broad program for management training.

2. In reply to these two requests, the Director of Training made specific recommendations in a memorandum of 9 November 1964. He stated that the concepts and teaching methods embodied in the "Managerial Grid" seemed to offer the best prospects for a material improvement of the Agency's management process, if used on a planned, systematic basis, and he recommended that the first step should be the administration of Phases I and II of the Grid program to selected offices of the Agency, with evaluation of the results before proceeding further. On 10 November 1964, Mr. Kirkpatrick approved a pilot project which would test Phases I and II of the Grid on one entire office.

3. The proposal submitted by [redacted] 25X1A5A1  
[redacted] was accepted. After consideration of various offices within the Agency, the Office of Finance was selected for the following reasons:

- a. The Director of Finance and his Deputy had both had Phase I of the Grid and had shown considerable interest in it; they and many other people in the Office of Finance were management minded and had studied management at Harvard and elsewhere.
- b. The office was about the right size for the Project, and its responsibilities were reasonably clear-cut and specific.

It should be clearly understood that these were the only criteria for selection; no unfavorable implication was intended as to the effectiveness of the office; actually, a badly managed office would have been a poorer selection for this project.

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